

# Explaining the role of power application tactics in human resource durability, considering the mediating role of organizational participation using structural equation modeling techniques

Hamid Hosseini Naveh, Sanjar Salajegheh\*, Saeed Sayadi

*Department of Management, Kerman Branch, Islamic Azad University, Kerman, Iran*

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## Abstract

This research has been conducted to explain the role of power application tactics in human resource durability, considering the mediating role of organizational participation in government departments in Kerman City. The existing research is applied in terms of purpose and correlational in terms of descriptive method, the statistical population of the research includes the employees of government organizations in Kerman city in 2019, 380 of whom were selected as a sample by stratified random sampling. The data collection tools consisted of a 30-item questionnaire on power application tactics by Pourahmadi [26] with a validity of 0.88 and reliability of 0.933, a 50-item questionnaire on organizational participation with a validity of 0.882 and reliability of 0.921, and a 65-item questionnaire on human resource retention with a validity of 0.90 and reliability of 0.935. For data analysis, the Pearson correlation coefficient, multiple linear regression, Sobel test, and structural equation modelling were employed using SPSS and AMOS software. The research results indicated that the proposed model for explaining the role of power application tactics in human resource retention, considering the mediating role of organizational participation in government departments in Kerman City, demonstrates a satisfactory fit. There is a significant and positive relationship between power application tactics (persuasion, friendliness, coalition, negotiation, direct command, seeking support from higher authorities, and sanction and encouragement) and human resource retention. There is a meaningful and positive relationship between organizational participation and its components (participation in planning, participation in organizing, participation in commanding, participation in coordinating, participation in controlling, participation in goal-setting, participation in problem-solving, participation in change and transformation, participation in evaluation, and participation in knowledge management) and human resource retention. Organizational participation plays a mediating role in the relationship between power application tactics (persuasion, friendliness, coalition, negotiation, direct command, seeking support from higher authorities, and sanction and encouragement) and human resource retention.

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\*Corresponding author

*Email addresses:* [hhnaveh@gmail.com](mailto:hhnaveh@gmail.com) (Hamid Hosseini Naveh), [s.salajeghe@iauk.ac.ir](mailto:s.salajeghe@iauk.ac.ir) (Sanjar Salajegheh), [sayadi@iauk.ac.ir](mailto:sayadi@iauk.ac.ir) (Saeed Sayadi)

## 1 Introduction

Today, the role of human resource management has significantly evolved compared to the past. Not to say it has become the sole focus, but similar to other management functions within organizations, it has gained greater importance. More tasks and responsibilities have been assigned to it, and day by day, its role and significance in organizations are growing. In the present era, top-level managers within organizations have concluded that achieving organizational goals becomes challenging without having a competent human resource base [7]. Furthermore, research indicates a strong correlation between the fulfilment of economic tasks and responsibilities by an organization on the one hand and the performance of human resource management on the other hand. It should be noted that human resource management is one of the most delicate, precise and perhaps the most complex types of management that has a special place and importance in the organization. Managers often perceive the provision of human resources for their organization as a direct and tangible responsibility. As a result, most managers believe that human resources are considered an institution's asset, and substantial investments are made in their selection, acquisition, training, and retention. Faster growth lies in having capable and efficient human resources, combined with the utilization of any technological advancements for producing diverse, improved, and increased goods and products. This prepares a more favourable ground for entering global markets [30]. One of the most important tasks of human resource management in organizations is the task of preserving and maintaining human resources [15]. In this regard, the turnover rate is utilized as one of the key metrics to evaluate the performance of human resource management. As long as it remains within conventional levels, the performance of human resource management in personnel retention and preservation is considered satisfactory [8]. On the other side of the coin, there is another question, and that is why the personnel who have remained in the organization chose to stay and what reasons they have for doing so. In other words, it can be stated that the more motivational factors have an impact on employee organizational retention, the more desirable the organizational management performance has been [25].

In management literature, it is always emphasized that a high turnover rate is indicative of undesirable organizational management performance in retaining and preserving human resources. Managers are always striving to reduce this rate and bring it as close to zero as possible, and if they achieve this, they can proceed with peace of mind to their other activities [14]. Persistence is the desire to stay with the motivation of employees in the membership of an organization, and it means more effort and continued cooperation [15].

Neglecting employees' preferences and motivations leads to unmotivated retention, which can manifest in forms such as 1- Attrition 2- Migration 3- Transfer and relocation [31]. In addition to these indicators, lower-than-expected effort, increased decline in work performance, holding multiple jobs, reduced work quality, lack of organizational commitment, and early departure from the organization are also signs of diminishing employee motivation and retention. Unwillingness towards retention or uninspired retention is an issue that organizations must find solutions for [3]. Therefore, identifying the factors influencing human resource retention can be a solution for managers in this area, as contemporary organizations invest significant resources in the form of recruitment, training, development, advancement, and retention of their human workforce. Therefore, managers should minimize employee turnover at all possible costs in some cases [29]. In fact, the decisions related to the non-permanence of human resources are a function of two factors: the ease of relocation (how easy it is for a person to find another job) and the desirability of relocation (how much does occupying a new and different job reduce a person's job dissatisfaction) [36].

One of the factors that can influence the retention and performance of human resources in government organizations is the application of power tactics [34, 36]. Most individuals who possess power are also the ones determining a set of rules and norms. Nowadays, the majority of mentors who lack scientific and practical experience in the field of management encounter difficulties at the beginning of their responsibilities [19].

Some managers lack the necessary and proportional power corresponding to their managerial position, while others possess the authority but are unable to effectively utilize it, and implement their instructions through the genuine desire and willingness of the employees. Power is a constant phenomenon in social life. In all human groups, some people have more authority or influence than others, and the groups themselves differ in terms of their power and they try hard to maintain their position [2]. Blanchard and Hersey [4] consider power to be a real-world issue and managers who know power and know how to use it are more effective than those who do not know or do not use it. On the other hand, a manager is inevitably required to utilize power to influence the thoughts and actions of others. In fact, power, as one of the fundamental tools of any organization, serves as a focal point for understanding both group and individual behaviours [11]. The importance of the power of managers in the organization comes from the fact that it is an effective element for creating coordination in the organization's group activities [13]. French and Raven define power as the capacity or potential ability of an agent (for example, a manager) to modify behaviours, inclinations, attitudes, beliefs, emotions, or values of a target (for example, a teacher) [9]. The most important analysis related to the foundations of power is provided by French and Raven. These two researchers have identified five sources of power

in organizational environments such as organizations, which include: legal power, authoritative power, expert power, reward power, and coercive power [23].

Managers use power to gain influence over people in the organization, which originates from group and individual sources. These resources can be divided into job power and personal power, respectively. As a result of the job position, three power bases, i.e., reward power, coercive power and legal power, are available to the manager, and personal power can be considered to include the power of expertise and the power of authority [17]. Another important factor that can potentially impact human resource performance and retention in parallel with power resources is organizational participation. Organizational participation, which is rooted in the fundamental idea of equality in the acceptance of individuals, can have a significant influence [27]. When individuals are regarded with equal importance and significance in their connection with one another, then participation among them can "contribute to the rising and flourishing" and provide numerous benefits and advantages for all [32]. In a study by Kurt Lewin, it was demonstrated that when employees actively participate in changing work methods, their resistance to change diminishes, and their enthusiasm and interest in change and evolution increase [34]. The lack of employee participation in organizational matters weakens the spirit of collaboration within the organization. When employees do not actively participate within the organization, various challenges might arise for management, impacting decision-making, planning, and organization of tasks by the manager [1]. On the other hand, without continuous employee involvement in different sections and departments of the organization, expecting good performance from them is not realistic. Active participation of employees in various organizational domains strengthens their motivation and enthusiasm. If employees view themselves as independent from the organization and detached from the affairs of different departments, and if their presence and participation are not felt, their organizational performance will inevitably decline [35].

Fayol [12] has outlined five dimensions for organizational participation, which are: 1- Participation in planning, 2- Participation in organizing, 3- Participation in commanding, 4- Participation in coordinating, and 5- Participation in controlling. These dimensions represent the extent of participation in organizational affairs. Given the comprehensiveness of this categorization of organizational participation, this model is employed in this study to measure organizational participation [32]. Given that according to official statistics and research findings, the rate of human resource retention in government organizations in Iran is lower than the global average, examining the reasons for the low levels of these two crucial management and organizational constructs has always been an issue that researchers have sought to address. Several factors have been identified in this regard, but one variable that appears to have a significant influence on human resource retention in government organizations, similar to other public entities, is the employment of power tactics and organizational participation by employees. These factors have received relatively less attention in past research endeavours. However, understanding the extent of the impact of power tactics and organizational participation on human resource retention in government agencies necessitates conducting field and scientific research, which has not been explored in past investigations. Consequently, there exists a research gap concerning the relationship between these variables. This current study aims to address this gap by providing a scientific answer to the following question:

**Does the employment of power tactics have an impact on human resource retention, considering the mediating role of organizational participation?**

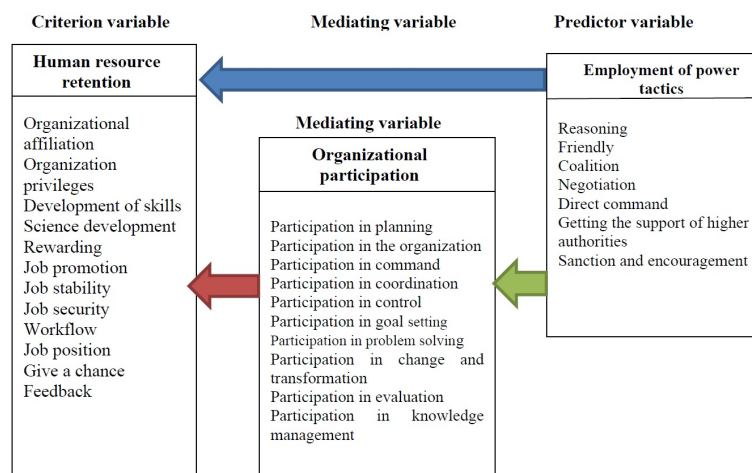


Figure 1: Conceptual framework

## 2 Methodology

The existing research is applied in terms of purpose and correlational in terms of descriptive method, the statistical population of the research includes all employees of government organizations and offices in Kerman City in 2019 and the sample size is 380 people using Morgan's table, which have been selected by random sampling stratified method. The data collection tool consisted of three questionnaires. To analyze the hypotheses, the Pearson correlation coefficient test (eq. (2.1)), Sobel test (eq. (2.2)), multiple linear regression (eq. (2.3)), and structural equation modelling were utilized using SPSS and AMOS software.

$$r = \frac{\sum(x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum(x_i - \bar{x})^2 \sum(y_i - \bar{y})^2}} \quad (2.1)$$

where,  $r$  = correlation coefficient,  $x_i$  = values of the  $x$ -variable in a sample,  $\bar{x}$  = mean of the values of the  $x$ -variable,  $y_i$  = values of the  $y$ -variable in a sample, and  $\bar{y}$  = mean of the values of the  $y$ -variable.

$$t = \frac{a \times b}{\sqrt{(b^2 \times s_a^2) + (a^2 \times s_b^2)}} \quad (2.2)$$

where,  $a$  = path coefficient between the independent variable and the mediator,  $b$  = path coefficient between mediator and dependent variable,  $s_a$  = Standard error of path of independent variable and mediator, and  $s_b$  = Standard error of the path of the mediator and dependent variable.

$$y_i = \beta_0 + \beta_1 x_{i1} + \beta_2 x_{i2} + \dots + \beta_p x_{ip} + \varepsilon_i, \quad i = 1, \dots, n \quad (2.3)$$

where,  $y_i$  is the dependent variable (predicted outcome),  $\beta_0$  is the intercept or constant term,  $\beta_1, \beta_2, \dots, \beta_p$  are the coefficients for the independent variables  $x_{i1}, x_{i2}, \dots, x_{ip}$ , representing their respective impact on the dependent variable,  $x_{i1}, x_{i2}, \dots, x_{ip}$  are the independent variables, and  $\varepsilon$  represents the residual, which is the difference between the predicted  $y_i$  and the actual  $y_i$  values.

To measure power tactics employed by mentors, a 30-item questionnaire developed by Pourahmadi [26] was used. This questionnaire is based on a Likert scale and encompasses 7 dimensions: argumentation (questions 1 to 4), friendliness (questions 5 to 9), coalition (questions 10 to 13), negotiation (questions 14 to 17), direct order (questions 18 to 21), gaining support from higher authorities (questions 22 to 24), and sanctions and encouragement (questions 25 to 30). Each question has 5 options, which are scored as strongly agree (5 points), agree (4 points), somewhat agree (3 points), disagree (2 points), and strongly disagree (1 point). Pourahmadi [26] reported the validity of the power implementation tactics questionnaire as 0.87 and its reliability using Cronbach's alpha (eq. (2.4)) as 0.82.

$$\alpha = \frac{k}{k-1} \left[ 1 - \frac{\sum S_i^2}{S_x^2} \right]. \quad (2.4)$$

To measure organizational participation, a questionnaire made by the researcher was used. This questionnaire consists of 50 items with a 5-point Likert scale ranging from strongly disagree to strongly agree, scored from 1 to 5. To construct this questionnaire, initially, interviews were conducted with 30 experts from universities and government organizations. Subsequently, after manual coding of the components and selected items, they were extracted. Based on this, the mentioned questionnaire assesses organizational participation in 10 dimensions, including participation in planning, participation in organizing, participation in commanding, participation in coordinating, participation in control, participation in goal setting, participation in problem-solving, participation in change and transformation, participation in evaluation, and participation in knowledge management.

To assess human resource retention, a questionnaire developed by the researcher has been employed. This questionnaire consists of 65 items with a 5-point Likert scale ranging from strongly disagree to strongly agree, scored from 1 to 5. To develop this questionnaire, an initial step involved interviewing 30 experts from universities and government organizations. Subsequently, after manual coding of the components and selected items, they were extracted. Based on this, the mentioned questionnaire measures human resource retention in 12 dimensions, including organizational commitment, organizational benefits, skill development, knowledge enhancement, reward, job promotion, job stability, job security, occupation turnover, job position, chance giving, and feedback. There are three types of model fit indices.

### ***Absolute fit indices***

This is based on the comparison of observed variances and covariances on one hand and predicted variances and covariances based on the parameters of the formulated model on the other hand. The acceptable meaning of the indices is that the observed and reproduced variances and covariances through the model are equal.

The most important absolute fit indices are  $\chi^2$

### *Comparative fit indices*

These indices compare the formulated theoretical model with the reconstructed model to determine whether the adjusted model is statistically more acceptable, weaker, or no different. In most cases, comparative fit indices indicate how well the formulated model has managed to deviate from an independence model (a model in which no paths are drawn). The larger this deviation, the better the fit of the model is perceived. The most important comparative fit indices include: IFI, CFI, NFI, TLI.

### *The Parsimonious Goodness of Fit Index (PGFI)*

The main basis for this group of fit indices is that for each parameter (path) added to the model, these indices are penalized. Essentially, these indices measure the principle of whether the cost incurred (losing one degree of freedom for adding one parameter for estimation) is worth the obtained benefit (improvement in absolute fit indices). The most important absolute fit index is  $\chi^2/df$ .

Note: About the interpretation of the  $\chi^2$  (Chi-Square) value, the smaller the value, the better the data fit to the model, until a value of zero is a sign of perfect fit. The basis for calculating the value of  $\chi^2$  is the difference between the variance-covariance matrix of the observed sample between all variables, which is an estimate of the variance-covariance of the studied variables in the statistical population. By re-estimating the variance-covariance matrix based on the parameters estimated in the formulated model, an estimation of the variance and covariance structure of the variables under study in an infinite statistical population is essentially obtained. Bentler-Bonnet normalized fit index or NFI is an index to determine the goodness of fit in the analysis of covariance structures of variables and its formula is as follows:

$$NFI = \frac{(X_{null}^2 - X_{model}^2)}{X_{null}^2} \quad (2.5)$$

$X_{null}^2$  = The chi-square value of the null model (a model with no relationships between variables).

$X_{model}^2$  = The chi-square value of the tested model.

### *TLI index (Tucker-Lewis index)*

This index shows the significance of correlation coefficients between variables in the model:

$$TLI = \left[ \left( \frac{X_{null}^2}{df_{null}} \right) - \left( \frac{X_{model}^2}{df_{model}} \right) \right] / \left[ \left( \frac{X_{null}^2}{df_{null}} \right) - 1 \right] \quad (2.6)$$

$df_{null}$  = The degree of freedom of the developed model

$df_{model}$  = The degree of freedom of the independence model

### *CFI index*

This index also shows the significance of correlation coefficients between variables in the model, and values higher than 0.90 indicate high correlation of model variables:

$$CFI = \frac{(\chi_{null}^2 - \chi_{model}^2)}{\chi_{null}^2} \quad (2.7)$$

### *RMSEA index*

The Root Mean Square Error of Approximation (RMSEA) is a square root of the average of the squared discrepancies between the implied and observed covariance matrices. This index compares the covariance matrix of the formulated model with the covariance matrix of the adjusted model, also referred to as the residual matrix. If the values of the residual matrix are smaller and closer to zero, the RMSEA value decreases and approaches zero. If the RMSEA value is less than or close to 10%, the model is considered acceptable. The acceptability indicates the favorability of the model for similar data.

$$RMSEA = \sqrt{\frac{X^2 - df_{model}}{(N - 1) \times df_{model}}} \quad (2.8)$$

The construct validity of the power tactics questionnaire was tested with the confirmatory factor analysis (CFA) method, and according to the statistics obtained in Table 1, the results of the confirmatory factor analysis model, a reasonable and acceptable fit was obtained. The measurement indices of confirmatory factor analysis, specified in formulas (2.5) to (2.11), were used. Paying attention to  $\chi^2/df = 3.61$ , GFI = 0.99, IFI = 0.994, TLI = 0.967, NFI = 0.991, CFI = 0.994, and RMSEA = 0.083 indicates that the measurement model of the current variable "Power Tactics Implementation" across various dimensions has good fit and structural validity.

$$\chi^2/df = \frac{\sum_{i=1}^y \sum_{j=1}^c \frac{(O_{ij} - E_{ij})^2}{E_{ij}}}{(r-1)(c-1)} \quad (2.9)$$

$$GFI = 1 - \frac{F_M}{F_{IND}} \quad (2.10)$$

$$IFI = 1 - \frac{X_{null}^2 - X_{model}^2}{X_{null}^2 - df_{model}^2} \quad (2.11)$$

Table 1: Factor loadings of power tactics implementation components

| latent factors (latent variables) | Measurement indicators (observed variables) | Factor loads | Meaningfulness |
|-----------------------------------|---|--------------|----------------|
| Power tactics implementation      | Reasoning                                   | 0.43         | 0.001          |
|                                   | Friendly                                    | 0.61         | 0.001          |
|                                   | Coalition                                   | 0.75         | 0.001          |
|                                   | Negotiation                                 | 0.83         | 0.001          |
|                                   | Direct command                              | 0.87         | 0.001          |
|                                   | Getting the support of higher authorities   | 0.84         | 0.001          |
|                                   | Sanction and encouragement                  | 0.76         | 0.001          |

According to the statistics obtained in Table 2, the results of the confirmatory factor analysis model of the organizational participation questionnaire, a reasonable and acceptable fit was obtained. Considering  $\chi^2/df = 4.62$ , GFI = 0.951, IFI = 0.955, TLI = 0.902, NFI = 0.943, CFI = 0.954, and RMSEA = 0.098 indicates that the measurement model of the current variable "Organizational Participation" across various dimensions has a good fit and structural validity.

Table 2: Factor loadings of organizational participation components

| latent factors (latent variables) | Measurement indicators (observed variables) | Factor loads | Meaningfulness |
|-----------------------------------|---|--------------|----------------|
| Organizational participation      | Participation in planning                   | 0.65         | 0.025          |
|                                   | Participation in the organization           | 0.70         | 0.001          |
|                                   | Participation in command                    | 0.70         | 0.001          |
|                                   | Participation in coordination               | 0.73         | 0.001          |
|                                   | Participation in control                    | 0.66         | 0.001          |
|                                   | Participation in goal setting               | 0.71         | 0.001          |
|                                   | Participation in problem solving            | 0.58         | 0.001          |
|                                   | Participation in change and transformation  | 0.47         | 0.001          |
|                                   | Participation in evaluation                 | 0.45         | 0.001          |
|                                   | Participation in knowledge management       | 0.45         | 0.001          |

According to Table 3, the results of the confirmatory factor analysis of the questionnaire for "Human Resource Retention" show a logical and acceptable fit. Considering  $\chi^2/df = 3.68$ , GFI = 0.939, IFI = 0.954, TLI = 0.914, NFI = 0.938, CFI = 0.953, and RMSEA = 0.084 indicates that the measurement model of the variable "Human Resource Retention" in various dimensions has a good fit and structural validity.

The ostensible validity of the research data collection tool was checked based on the ostensible and content validity, and for this purpose, the questionnaire of power tactics implementation, organizational participation, and human resource retention was provided to five university professors. Based on that, the validity of the questionnaires of power tactics implementation, organizational participation, and human resource retention were obtained as 0.87, 0.88 and 0.90, respectively, and the reliability coefficient of these questionnaires was obtained based on Cronbach's alpha coefficient (eq. (2.4)), respectively 0.93, 0.92 and 0.93.

Table 3: Factor loadings of the components of Human Resource Retention

| latent factors (latent variables) | Measurement indicators (observed variables) | Factor loads | Meaningfulness |
|-----------------------------------|---|--------------|----------------|
| Human Resource Retention          | Organizational affiliation                  | 0.47         | 0.025          |
|                                   | Organization privileges                     | 0.50         | 0.001          |
|                                   | Development of skills                       | 0.51         | 0.001          |
|                                   | Science development                         | 0.66         | 0.001          |
|                                   | Rewarding                                   | 0.75         | 0.001          |
|                                   | Job promotion                               | 0.74         | 0.001          |
|                                   | Job stability                               | 0.72         | 0.001          |
|                                   | job security                                | 0.63         | 0.001          |
|                                   | Occupation turnover (workflow)              | 0.56         | 0.001          |
|                                   | Job position                                | 0.50         | 0.001          |
|                                   | Chance giving                               | 0.54         | 0.001          |
|                                   | Feedback                                    | 0.58         | 0.001          |

### 3 Findings

According to the table below, general characteristics of the respondents, 45.5% (173 people) were women and 54.5% (207 people) were men. Among the respondents under investigation, 82 individuals (21.6%) were aged 30 or younger, 98 individuals (25.8%) were between 31 and 40 years old, 105 individuals (27.6%) were between 41 and 50 years old, and 95 individuals (25%) were 51 years old and older. Among the surveyed respondents, 19 individuals (5%) had associate degrees or diplomas, 162 individuals (42.6%) had bachelor's degrees, 146 individuals (38.4%) had master's degrees, and 53 individuals (13.9%) had doctoral degrees. Among the surveyed respondents, 36 individuals (5.9%) had less than 5 years of experience, 85 individuals (22.4%) had 6 to 10 years of experience, 94 individuals (24.7%) had 11 to 15 years of experience, 77 individuals (20.3%) had 16 to 20 years of experience, and 88 individuals (23.2%) had 21 years or more of work experience.

Table 4: Frequency distribution of respondents' general characteristics

| Feature         | Dimensions              | Frequency | The percentage of frequency |
|-----------------|-------------------------|-----------|-----------------------------|
| Gender          | Female                  | 173       | 45.5                        |
|                 | Male                    | 207       | 54.5                        |
| Age             | 30 years and less       | 82        | 21.6                        |
|                 | Between 31 and 40 years | 98        | 25.8                        |
|                 | Between 41 and 50 years | 105       | 27.6                        |
|                 | 51 years and more       | 95        | 25                          |
| Education       | Associate Degree        | 19        | 5                           |
|                 | Bachelor                | 162       | 42.6                        |
|                 | Master's degree         | 146       | 38.4                        |
|                 | Ph.D.                   | 53        | 13.9                        |
| Work experience | Less than 5 years       | 36        | 38.4                        |
|                 | Between 6 and 10 years  | 85        | 13.9                        |
|                 | Between 11 and 15 years | 94        | 9.5                         |
|                 | Between 16 and 20 years | 77        | 22.4                        |
|                 | 21 years and older      | 88        | 24.7                        |

Table 5 lists the descriptive statistics of the variables.

**Hypothesis 1: Power implementation tactics (power through reasoning, friendship, coalition, negotiation, direct command, gaining support from higher authorities, and sanctioning and encouragement) are predictors of human resource retention.**

Data analysis in Table 6 indicates that the Pearson correlation test reveals statistically significant relationships between the use of power through persuasion, friendliness, coalition, negotiation, direct orders, gaining higher authority support, and sanctions and incentives with the human resource retention in governmental offices of Kerman province with a significance level less than 0.05. Consequently, there is a significant relationship between the use of power through persuasion, friendliness, coalition, negotiation, direct orders, gaining higher authority support, and sanctions and incentives with human resource retention in governmental offices.

According to Table 7, the calculated p-value from the test ( $p = 0.001$ ) is less than the significance level of 0.05. Therefore, at this level,  $H_0$  is rejected, and as a result, the linear regression model is significant. This implies that there is a significant linear relationship between exercising power tactics and human resource retention. The multiple correlation coefficient is  $r = 0.597$ , which shows the relationship between exercising power tactics and human resource retention, and considering that the significance level is equal to 0.001 and smaller than  $\alpha = 0.05$ . Therefore, this

Table 5: Descriptive indicators of research variables

| Variable                                   | Average | Standard deviation | Min. | Max. | Skewness | Kurtosis |
|--|---------|--------------------|------|------|----------|----------|
| Power implementation tactics               | 3.358   | 0.761              | 1.27 | 4.81 | -0.331   | -0.146   |
| Reasoning                                  | 3.175   | 0.921              | 1    | 5    | -0.049   | -0.702   |
| Friendly                                   | 3.272   | 0.909              | 1    | 5    | -0.278   | -0.561   |
| Coalition                                  | 3.156   | 0.996              | 1    | 5    | -0.109   | -0.859   |
| Negotiation                                | 3.422   | 0.954              | 1    | 5    | -0.372   | -0.742   |
| Direct command                             | 3.475   | 1.028              | 1    | 5    | -0.403   | -0.752   |
| Getting the support of a higher authority  | 3.531   | 1.001              | 1    | 5    | -0.515   | -0.343   |
| Sanction and encouragement                 | 3.481   | 1.003              | 1.17 | 5    | -0.456   | -0.773   |
| Organizational participation               | 3.129   | 0.613              | 1.41 | 4.61 | 0.632    | 0.232    |
| Participation in planning                  | 3.044   | 1.009              | 1    | 5    | 0.183    | -0.913   |
| Participation in organizing                | 3.159   | 0.922              | 1    | 5    | 0.004    | -0.667   |
| Participation in command                   | 3.132   | 0.894              | 1.17 | 5    | -0.058   | -0.718   |
| Participation in coordination              | 3.025   | 0.936              | 1    | 5    | 0.084    | -0.791   |
| Control participation                      | 3.025   | 0.944              | 1    | 5    | 0.156    | -0.859   |
| Participation in goal setting              | 3.156   | 0.885              | 1    | 5    | 0.044    | -0.427   |
| Participation in problem solving           | 3.124   | 0.926              | 1    | 5    | 0.231    | -0.732   |
| Participation in change and transformation | 3.167   | 0.924              | 1    | 5    | 0.171    | -0.551   |
| Participation in evaluation                | 3.218   | 0.939              | 1    | 5    | 0.073    | -0.771   |
| Participation in knowledge management      | 3.22    | 0.848              | 1    | 5    | 0.101    | -0.443   |
| Human resource retention                   | 3.106   | 0.597              | 1.86 | 4.57 | 0.526    | -0.303   |
| Organizational affiliation                 | 3.997   | 0.857              | 1.25 | 4.88 | 0.125    | -0.583   |
| Organization privileges                    | 2.975   | 0.934              | 1.14 | 5    | 0.071    | -0.893   |
| Development of skills                      | 3.015   | 1.009              | 1    | 5    | -0.065   | -0.922   |
| Science development                        | 3.171   | 0.918              | 1    | 5    | -0.128   | -0.742   |
| Rewarding                                  | 3.142   | 0.947              | 1    | 5    | -0.125   | -0.711   |
| Job promotion                              | 3.141   | 0.939              | 1    | 5    | 0.071    | -0.757   |
| Job stability                              | 3.166   | 0.947              | 1.21 | 5    | 0.161    | -0.788   |
| Job security                               | 3.111   | 0.942              | 1    | 5    | 0.271    | -0.933   |
| Workflow                                   | 3.191   | 0.932              | 1.21 | 5    | 0.163    | -0.883   |
| Job position                               | 3.215   | 0.964              | 1    | 5    | 0.054    | -1.092   |
| Opportunity provision                      | 3.181   | 0.906              | 1    | 5    | 0.135    | -0.652   |
| Feedback                                   | 3.088   | 0.949              | 1.21 | 5    | 0.106    | -0.784   |

Table 6: Pearson’s correlation test statistics of the power implementation tactics with the permanence of human resource retention in government offices

| Variable  | Human resource retention |                |                                 |                      |
|---|--------------------------|----------------|---------------------------------|----------------------|
|   | Correlation coefficient  | Meaningfulness | The existence of a relationship | Type of relationship |
| Exercising power through reasoning                        | 0.328                    | 0.001          | Exist                           | Direct               |
| Exercising friendly power                                 | 0.509                    | 0.001          | Exist                           | Direct               |
| Exercising power through coalition                        | 0.474                    | 0.001          | Exist                           | Direct               |
| Exercising power through negotiation                      | 0.427                    | 0.001          | Exist                           | Direct               |
| Exercising power through direct orders                    | 0.429                    | 0.001          | Exist                           | Direct               |
| Exercising power through gaining higher authority support | 0.352                    | 0.001          | Exist                           | Direct               |
| Exercising power through sanctions and incentives         | 0.477                    | 0.001          | Exist                           | Direct               |

relationship is significant. Considering that the value of  $R^2_{adj}$ (adjusted  $R^2$ ) (eq. (3.1)) is equal to 0.344, then the tactics of applying power simultaneously explain 0.344 of the variance of human resource retention.

$$R^2_{adj} = 1 - \left[ \frac{(1 - R^2)(n - 1)}{n - k - 1} \right] \tag{3.1}$$

where,  $n$  is the number of points in data sample, and  $k$  is the number of independent regressors, i.e., the number of variables in the model, excluding the constant.

**Sum of squares**

$$SS = \sum_{i=1}^n (X_i - \bar{X})^2 \tag{3.2}$$



where,  $SS$  is the Sum of Squares,  $n$  is the number of observations,  $X_i$  represents each individual observation, and  $\bar{X}$  is the mean of all observations.

**Degrees of freedom (df)**

$$df = n - (p + 1) \tag{3.3}$$

where,  $n$  is the number of observations (sample size), and  $p$  is the number of predictor variables (including the intercept) in the regression model.

**Mean Square (MS)**

$$MS = \frac{SS}{df} \tag{3.4}$$

where,  $MS$  is the Mean Square,  $SS$  is the Sum of Squares for the specific factor or effect, and  $df$  is the Degrees of Freedom associated with that factor or effect.

**F-statistic ( $F_0$ )**

$$F_0 = \frac{SSR_{reduced} - SSR_{full}/p}{MSE_{full}} \tag{3.5}$$

where,  $SSR_{reduced}$  is the sum of squared residuals for the reduced model (without predictor variables),  $SSR_{full}$  is the sum of squared residuals for the full model (with predictor variables),  $p$  is the number of predictor variables in the full model, and  $MSE_{full}$  is the mean squared error for the full model.

Table 7: Variance analysis of the regression model of the relationship between exercising power tactics and human resource retention

| Source of changes | Sum of squares | Df  | Average of squares | R     | $R^2_{adj}$ | F-statistic | Sig   |
|-------------------|----------------|-----|--------------------|-------|-------------|-------------|-------|
| Regression        | 48.152         | 7   | 6.879              | 0.597 | 0.344       | 29.41       | 0.001 |
| Residual          | 87.006         | 372 | 0.234              |       |             |             |       |
| Total             | 135.158        | 379 | -                  |       |             |             |       |

The results in Table 8 indicate that the significance of Exercising friendly power, coalition, attracting higher authorities' support, and sanction and encouragement are less than 0.05. Based on the  $\beta$  (eq. (3.6)) values for Exercising friendly power, coalition, attracting higher authorities' support, and sanction and encouragement, they are 0.278, 0.167, 0.182, and 0.273, respectively. Therefore, exercising friendly power, sanction and encouragement, attracting higher authorities' support, and coalition are the best predictors of human resource retention in descending order.

$$\hat{\beta} = \frac{\sum_{i=1}^n (x_i - \bar{x})(y_i - \bar{y})}{\sum_{i=1}^n (x_i - \bar{x})^2} \tag{3.6}$$

Table 8: Coefficients of the regression model of the relationship between the exercising power tactics and the human resource retention

| Variable  | B estimation | Standard error | Standard estimate of $\beta$ | t-statistics | sig   |
|---|--------------|----------------|------------------------------|--------------|-------|
| Constant  | 1.687        | 0.117          | -                            | 14.36        | 0.001 |
| Exercising power through reasoning                            | 0.02         | 0.036          | 0.031                        | 0.567        | 0.571 |
| Exercise of friendly power                                    | 0.182        | 0.042          | 0.278                        | 4.36         | 0.001 |
| Exercising power through coalitions                           | 0.10         | 0.04           | 0.167                        | 2.49         | 0.013 |
| Exercising power through negotiation                          | 0.068        | 0.043          | 0.109                        | 1.57         | 0.116 |
| Exercising power through direct command                       | 0.044        | 0.045          | 0.076                        | 0.978        | 0.328 |
| Exercising power by gaining the support of higher authorities | 0.109        | 0.042          | 0.182                        | 2.56         | 0.011 |
| Exercising power through sanction and encouragement           | 0.163        | 0.039          | 0.273                        | 4.2          | 0.001 |

**Hypothesis 2: Organizational participation factors (participation in planning, participation in organization, participation in command, participation in coordination, participation in control, participation in goal setting, participation in problem-solving, participation in change and transformation, participation in evaluation, and participation in knowledge management) predict human resource retention.**

Data analysis in Table 9 reveals that the significance of the Pearson test between organizational participation components (participation in planning, participation in organization, participation in command, participation in coordination, participation in control, participation in goal setting, participation in problem-solving, participation in change and transformation, participation in evaluation, and participation in knowledge management) and human resource retention in the government offices of Kerman province is less than  $\alpha = 0.05$ . Therefore, a significant relationship exists between organizational participation components and human resource retention in the government offices of Kerman province.

Table 9: Pearson’s correlation test statistics of organizational participation components with human resource retention

| Variable                                   | Human resource retention |                |                                 |                      |
|--|--------------------------|----------------|---------------------------------|----------------------|
|  | Correlation coefficient  | Meaningfulness | The existence of a relationship | Type of relationship |
| Participation in planning                  | 0.593                    | 0.001          | Exist                           | Direct               |
| Participation in organization              | 0.465                    | 0.001          | Exist                           | Direct               |
| Participation in command                   | 0.416                    | 0.001          | Exist                           | Direct               |
| Participation in coordination              | 0.365                    | 0.001          | Exist                           | Direct               |
| Participation in control                   | 0.237                    | 0.001          | Exist                           | Direct               |
| Participation in goal setting              | 0.379                    | 0.001          | Exist                           | Direct               |
| Participation in problem-solving           | 0.432                    | 0.001          | Exist                           | Direct               |
| Participation in change and transformation | 0.454                    | 0.001          | Exist                           | Direct               |
| Participation in evaluation                | 0.428                    | 0.001          | Exist                           | Direct               |
| Participation in knowledge management      | 0.566                    | 0.001          | Exist                           | Direct               |

According to Table 10, the calculated p-value from the test ( $p = 0.001$ ) is less than the significant level of 0.05. Therefore, at this level,  $H_0$  is rejected, and as a result, the linear regression model is significant. This means that there is a significant linear relationship between the components of organizational participation and the sustainability of human resources in the governmental departments of Kerman province. The multiple correlation coefficient is 0.751 ( $r$ ), indicating the level of simultaneous relationship between the components of organizational participation and the sustainability of human resources in the governmental departments of Kerman province. This is significant at a level of 0.001, which is less than the significance level of 0.05 ( $\alpha$ ). Therefore, this relationship is significant. Considering that the value of the adjusted R-squared ( $R^2_{adj}$ ) is 0.552, the organizational participation components collectively explain 0.522 variance in human resources retention.

Table 10: Variance analysis of the regression model of organizational participation components with human resource retention

| Source of changes | Sum of squares | Df  | Average of squares | R     | $R^2_{adj}$ | F-statistic | Sig   |
|-------------------|----------------|-----|--------------------|-------|-------------|-------------|-------|
| Regression        | 76.214         | 10  | 7.621              | 0.761 | 0.522       | 47.711      | 0.001 |
| Residual          | 58.944         | 369 | 0.161              |       |             |             |       |
| Total             | 135.158        | 379 | -                  |       |             |             |       |

According to Table 11, the significance of organizational participation in planning, organizational participation in organizing, organizational participation in control, organizational participation in problems solving, organizational participation in change and transformation, and organizational participation in knowledge management is less than 0.05. Considering the value of  $\beta$  for organizational participation in planning, organizational participation in organizing, organizational participation in control, organizational participation in problems solving, organizational participation in change and transformation, and organizational participation in knowledge management which are 0.387, 0.102, 0.126, 0.131, 0.148, and 0.272 respectively, it can be concluded that organizational participation in planning, organizational participation in knowledge management, organizational participation in change and transformation, organizational participation in problems solving, organizational participation in control, and organizational participation in organizing are the best predictors of human resources retention.

**Hypothesis 3: Organizational participation plays a mediating role in the relationship between exercising power tactics and human resource retention.**

According to Table 12, data analysis through the Sobel test based on the following equation indicates that z is equal to 81.2 and with a p-value less than 0.05, which means at this significance level, the hypothesis is rejected. Consequently, organizational participation mediates the relationship between exercising power tactics and human resource retention [10].

$$Z - value = \frac{a * b}{\sqrt{(b^2 * s_a^2) + \sqrt{(a^2 * s_b^2) + \sqrt{(s_a^2 * s_b^2)}}}} \tag{3.7}$$

Table 11: Coefficients of the regression model of the relationship between organizational participation components and human resource retention

| Variable                                   | B estimation | Standard error | Standard estimate of $\beta$ | t-statistics | sig   |
|--|--------------|----------------|------------------------------|--------------|-------|
| Constant                                   | 1.059        | 0.109          | -                            | 9.721        | 0.001 |
| Participation in Planning                  | 0.229        | 0.028          | 0.387                        | 8.148        | 0.001 |
| Participation in Organizing                | 0.066        | 0.033          | 0.102                        | 2.015        | 0.045 |
| Participation in Commanding                | 0.008        | 0.033          | 0.013                        | 0.251        | 0.802 |
| Participation in Coordination              | 0.026        | 0.032          | 0.041                        | 0.816        | 0.415 |
| Participation in Control                   | 0.081        | 0.029          | 0.126                        | 2.735        | 0.007 |
| Participation in Goal Setting              | 0.007        | 0.034          | 0.011                        | 0.203        | 0.839 |
| Participation in Problem Solving           | 0.085        | 0.031          | 0.131                        | 2.803        | 0.005 |
| Participation in Change and Transformation | 0.095        | 0.033          | 0.148                        | 2.907        | 0.004 |
| Participation in Evaluation                | 0.023        | 0.032          | 0.037                        | 0.737        | 0.462 |
| Participation in Knowledge Management      | 0.191        | 0.032          | 0.272                        | 6.009        | 0.001 |

$a$ : The value of the correlation coefficient between predictor and mediator variable

$b$ : The value of the correlation coefficient between the mediating variable and the criterion

$s_a$ : standard error of the path between predictor and mediator variable

$s_b$ : standard error of the path between the mediator variable and the criterion.

The value of VAF is 0.354, indicating that 0.354% of the relationship between exercising power tactics and human resource retention is explained indirectly through the organizational participation mediator.

$$VAF = \frac{a \times b}{(a \times b) + c} \tag{3.8}$$

Table 12: Sobel and VAF test statistics related to the mediating role of organizational participation in the relationship between exercising power tactics and human resource retention

| exercising power tactics * Organizational participation * human resource retention | a     | b     | c     | Sa    | Sb    | z    | VAF   | sig   |
|--|-------|-------|-------|-------|-------|------|-------|-------|
|  | 0.492 | 0.654 | 0.558 | 0.534 | 0.452 | 2.81 | 0.354 | 0.001 |

### 3.1 Evaluation of the proposed model using the structural equation model

Structural equation modeling (SEM) was used to evaluate the proposed model. Prior to examining the structural coefficients, the fit of the model under study was assessed. The fit of the initial model was evaluated based on fit indices used in this study, and the results were reported in the first row (Specified Model) of Table 13. These values indicated that some of the fit indices of the initial model suggested a need for refinements and improvements. Therefore, in the next step, based on the modification indices (MI) in the Amos 22 output, covariance paths of the dimensions of the research variables (Figure 2) were added to the model. After applying these changes, another analysis was done on the data, the results of the fit indices are given in the second pattern row of Table 13. As the contents of Table 13 show, the first model does not have a good fit. In the next steps, by adding the proposed MI paths, the model is improved and the fit indices of the final model are accepted.

Table 13: Eligibility indices for developed models and the final model

| Model fit indices  | $X^2$   | Df  | $\chi^2/df$ | NPAR | GFI   | IFI   | TLI   | CFI   | RMSEA |
|--------------------|---------|-----|-------------|------|-------|-------|-------|-------|-------|
| Basic model        | 1648.60 | 374 | 7.002       | 61   | 0.606 | 0.648 | 0.616 | 0.646 | 0.126 |
| Corrective model   | 1164.52 | 329 | 3.54        | 106  | 0.908 | 0.914 | 0.916 | 0.914 | 0.082 |
| Independence model | 6735.32 | 406 | 16.63       | 29   | 0.239 | 0.001 | 0.001 | 0.001 | 0.203 |

For the fit index  $\chi^2/df$ , values smaller than 5 are suitable, and the closer to zero, it indicates a good fit of the model. For the GFI, IFI, CFI, TLI index, a value close to 0.90 and above is considered as an acceptable goodness of fit, which indicates that the model is good. In relation to the RMSEA index, values close to 0.05 or less indicate a good fit of the model and a value of 0.08 or less indicates a logical error of approximation; A value higher than 0.10 indicates the requirement to reject the model [13]. Therefore, according to the values of the fit indices of the final model (developed model) and the limit of acceptable values mentioned above, it can be said that the model presented

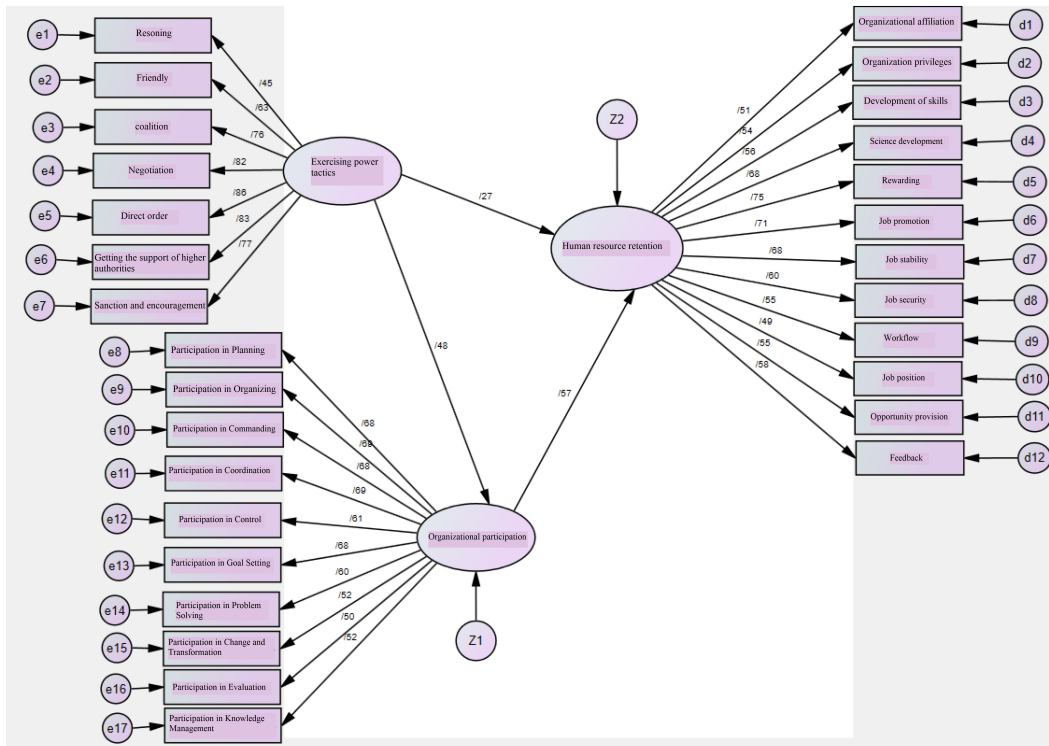


Figure 2: The developed model of tactics of exercising power in the human resource retention with regard to the mediating role of organizational participation in government offices

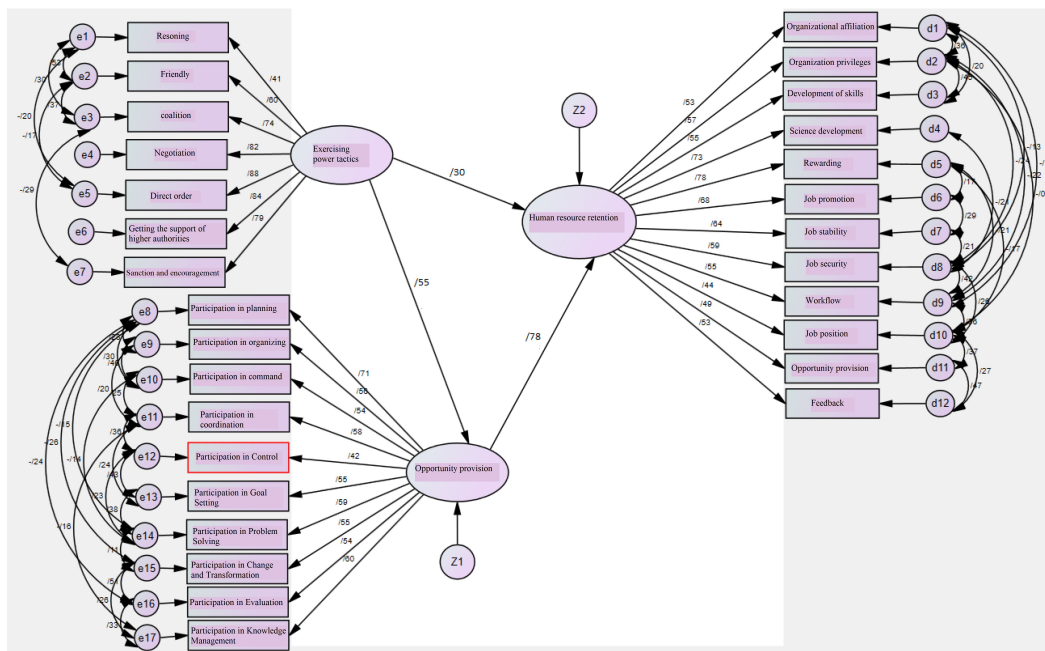


Figure 3: The modified pattern of tactics of exercising power in the human resource retention with regard to the mediating role of organizational participation in government departments

in this research is acceptable. The regression coefficients of the model show that the mentioned variables explain well the tactics of applying power in the permanence of human resources with regard to the mediating role of organizational participation in government departments.

By using general fit indices, it is possible to answer the question that regardless of the specific values reported for

the parameters, is the developed model generally supported by the collected experimental data or not? If the answer is yes, the model is acceptable. To interpret the values in the above table, it should be said:

The presence of a non-significant Chi-Square (CMIN) value of 1164.52 with a significance level (P) of 0.001 indicates a favorable outcome. However, in this context, the role of degrees of freedom (Df) is also important. Furthermore, considering that the degrees of freedom (Df) of the fitted model (329) are significantly away from zero and close to the degrees of freedom of the independence model (406), a favorable interpretation of the model should be inferred. The number of free parameters for the developed model (NPAR), which is 106, shows that the researcher did not spend the degrees of freedom easily in developing the model, and this situation is acceptable. Regarding the relative indicators, it should be said that in this table, the relative chi-square value (CMIN/DF) is 3.54, which indicates an acceptable situation for the model. Also, the value of 0.082 of the residual root mean square index (RMSEA) for the developed factor model indicates the acceptability of the model.

In the above table, the Tucker-Lewis Index (TLI) is equal to 0.916 and the Comparative Fit Index (CFI) is equal to 0.914. Since their values are above 0.90, according to these indices, the formulated model is considered acceptable. In the above table, the value of Goodness of Fit Index (GFI) is equal to 0.908 and the value of Incremental Fit Index (IFI) is equal to 0.914, both of which show acceptable values. The values of the general fit indices in the above table show that the measurement model of this research is completely acceptable.

## 4 Discussion and conclusion

Based on the results obtained from the study, there is a positive and significant relationship between the techniques of exercising power (argumentation, friendliness, coalition, negotiation, direct order, seeking higher authorities' support, and sanction and encouragement) and human resource sustainability. This means that when a manager employs one of these power techniques—argumentation, friendliness, coalition, negotiation, direct order, seeking higher authorities' support, and sanction and encouragement—the likelihood of human resource sustainability in the organization increases. In line with these results, Mirzaei et al. [21] showed in their research that the resources of exercising power affect the preservation and maintenance of human resources. Ranjbar and Shafizadeh [28] in their study identified the manner of managers' exercise of power as one of the effective factors in the longevity and sustainability of employees in the Municipality of District 13 in Tehran. Pham et al. [25] concluded that human resource management and the exercise of power through argumentation strengthen sustainability. Jahan Tigh et al. [18] mentioned that in less developed cities, one of the effective strategies for attracting and retaining human resources is the exercise of power through argumentation, negotiation, and encouragement. Namjoo Balashahri [24] concluded in their study that one of the effective factors in employees' inclination towards retention in the Social Security Organization in the cities of Bushehr and Shiraz is the methods of exercising power through negotiation, coalition, and argumentation. The results of the study by Molahosseini and Kahnouji [22] indicate that there is a relationship between managerial power sources and employee commitment. Among the five sources of power, expert power and legitimate power have a positive relationship with employee commitment, while coercive power, referent power, and reward power have a negative relationship with the level of employee commitment. Gupta and Sharam [16] concluded that soft power sources (expertise, legitimacy, and information) compared to hard power sources (reward and coercion) lead to greater organizational compliance among employees. Bonn [5] demonstrated in his study that the ability of managers to exercise power leads to employee retention. Based on this, it can be said that when managers of government organizations convince employees based on realities and principles about various issues, when they logically argue the subject to persuade employees to perform a certain task, when a manager attempts to persuade employees based on actual reports and statistics, when a manager seeks to exert influence on employees through informal relationships, when a manager tries to encourage employees to accept their opinions through friendly relationships, when a manager expresses their requests through eloquence, goodwill, benevolence, and affection, when a manager voices their demands through capturing the attention of important individuals within the organization, influencing powerful and authoritative individuals, when a manager expresses their requests to employees through gaining the support of informal groups and forming supporting groups for their opinions and requests, or when a manager enforces their opinions and requests within the organization through lobbying and formal discussions, through dialogue and negotiation based on agreements, through forming councils and engaging in multilateral discussions, then employees will have sufficient motivation to serve in the organization and remain committed to it. Employees will have more passion and desire to serve in the organization and will not want to leave the organization. Most of them try to work usefully for the organization, improve the quality of their work and work with enthusiasm, and they want to stay in their organization and try to achieve its goals.

Other research results have shown a positive and significant relationship between organizational participation and its components (participation in planning, participation in organization, participation in leadership, participation in

coordination, participation in control, participation in goal setting, participation in problem-solving, participation in change and transformation, participation in evaluation, and participation in knowledge management) with the sustainability of human resources. In other words, the more employees participate in planning, organization, leadership, coordination, control, goal setting, problem-solving, change and transformation, evaluation, and knowledge management, the higher the likelihood of their sustainability within the organization. In confirmation of these results, Mirzaei et al. [21] showed in their research that collaborative management affects the preservation and maintenance of human resources. Cachón-Rodríguez et al. [7] concluded that organizational participation has a significant impact on employee retention. Ranjbar and Shafizadeh [28] mentioned participatory management as one of the effective factors in the survival and retention of employees in the Municipality of District 13 of Tehran. Jahan Tigh et al. [18] identified organizational participation of employees as an effective strategy for attracting and retaining human resources in less developed cities. Vafaii Nezhad et al. [33] cited organizational participation of employees as one of the effective factors in the preservation and retention of staff at the Deputyship for Development of Management and Resource Development of Mazandaran University of Medical Sciences and Health Services. Ghazizadeh and Amani [14] mentioned employees' organizational participation as an internal factor influencing human resource retention at the Foundation of the Underprivileged of the Islamic Revolution. Ito and Britage, in a field study conducted on 600 full-time employees of the Canada Federal Services company, emphasize that organizations need to implement motivational programs such as involving elite employees in decision-making, fostering work autonomy, and providing managerial support to reduce turnover intentions. Based on these results, it can be stated that when employees are engaged in organizational planning and initiatives, possess relative awareness and sufficient information, and are familiar with the organization's policies, strategies, and guidelines, managers should encourage and motivate them to participate in the planning and decision-making process. Employees should be empowered with information about task organization, job functions, and delegated responsibilities. The autonomy of units should increase, fostering independence in organizational decision-making. Employees need to have the necessary skills to contribute to organizational unit activities, and the decision-making process within organizational units should be transparent and clear to them. In this context, the likelihood of employees wanting to stay within the organization will be higher, and the decisions made within the organization will be effective. Physical facilities within the organization will be optimally utilized, as employees strive to make the most of available resources for increased productivity. Employees will put effort into enhancing the quality of services to achieve higher efficiency, utilizing the skills and expertise of human resources for greater productivity. The facilities and advantages of new technologies are utilized to enhance efficiency within the organization. Organizational financial policies become more effective and beneficial. The organization's management provides employees with the necessary information to improve productivity. Numerous opportunities for professional growth of employees arise within the organization. Employees are encouraged to explore new methods of performing tasks, and managers make effective decisions to enhance productivity.

According to the obtained results, organizational participation has a mediating role in the relationship between the techniques of applying power and the durability of human resources. These findings are consistent with the findings of Mirzaei et al. [21], Ranjbar and Shafizadeh [28], Jahan Tigh et al. [18], Namjoo Balashahri [24], Molahosseini and Kahnouji [22], Bonn (2021), Vafaii Nezhad et al. [33], Gupta and Sharam [16], Ghazizadeh and Amani [14]. Furthermore, in confirming the obtained results, Magsoudi [20] indicates that there is a relationship between the exercise of power through negotiation, argumentation, and friendliness and employees' organizational participation. Burke and Wilcox [6] concluded that expertise power is the most important source of power for participatory management and holds the foremost position, followed by legitimate, coercive, referent, and reward powers. Referential power and expertise were related to the highest factor of satisfaction and organizational participation, legitimate power and reward were related to relative satisfaction and coercive power was related to the lowest level of satisfaction and organizational participation. Therefore, if managers of government organizations can employ appropriate tactics to exert power over employees in various situations, the likelihood of increased organizational participation becomes greater, so that, if a manager tries to persuade employees through rational opinions and beliefs, the manager can also convince others to accept opinions using tools of intimacy and authenticity. Based on logical reasoning, the manager attempts to persuade employees to carry out actions. The manager also endeavours to convince employees to perform specific tasks based on actual reports and statistics. Through informal relationships, the manager seeks to exert influence over employees. Moreover, the manager expresses intentions, goodwill, and benevolence through eloquence to convey their desires to employees. They may obtain support from informal groups, form and lead unofficial support groups to enforce their opinions and desires or engage in formal discussions to impose their opinions and desires within the organization. The manager may place their desires on the agenda through dialogue and discussions, or by enforcing strict adherence to rules, asserting their power in the organization. Alternatively, the manager might encourage compliance by offering special privileges and obligating employees to carry out their wishes and directives. In such a scenario, employees strive to achieve organizational objectives. The organizational management provides the necessary information to employees

to enhance productivity. Most employees seek intimate communication with the manager. The opinions of employees are valued in decision-making processes. A sense of unity among all employees is fostered. Novel ideas for improvement are supported, and many organizational problems are resolved through collective actions. As a result, employees are involved in organizational planning and projects, are relatively aware and possess sufficient information. They are familiar with the organization's policies, strategies, and policies. Managers encourage and motivate employees to engage in planning and decision-making processes. Employees are empowered in matters of task organization, job performance, and delegated responsibilities. Unit autonomy, as well as the growth and development of independence in organizational decision-making, increase. Employees have the necessary capability to participate in the activities of organizational units. The stages of decision-making processes within organizational units are transparent and clear to employees. Consequently, the outcome of this participation results in employee commitment and longevity within the organization.

## 5 Practical suggestions

- Managers should have a better understanding of employee engagement and cultivate a healthy organizational environment within the organization by becoming familiar with power application tactics. Additionally, managers should receive in-service training in this regard.
- To inform managers more about the methods of exercising power, brochures in this field should be prepared and made available to them.
- Managers should convince employees based on facts and principles about various issues.
- The organizational manager should establish informal relationships, foster friendly connections with employees, engage in effective communication, and endeavour to influence employees through informal means.
- Managers apply their wishes by attracting the opinions of important people in the organization, influencing powerful people, gaining support from informal groups
- Managers should apply their opinions within the organization through networking, official discussions, and forming committees.
- Managers should enforce their authority within the organization through the implementation of rules and regulations.
- The manager should exert influence within the organization by gaining support from higher-level managers to implement their opinions.
- Managers engage employees by inviting them to participate in decision-making and operational management to actively involve them in the organization.
- Invite employees to plan meetings, and managers should encourage and motivate employees to participate in the planning and decision-making process.
- Employees should be involved in organizational planning and projects, having a relative awareness and sufficient information.
- In government organizations, the executive regulations of employee and executive manager participation in the process of organizing personnel and the organizational space, as well as its communication and follow-up, should be formulated and implemented.
- Create an organizational environment where employees voluntarily participate in group and unit leadership and command.
- Coordinate the implementation of projects and organizational initiatives with the involvement of employees.
- Employees should become informed about their performance evaluation process, and the details of the executive regulations and job descriptions should be communicated to them.

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